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IC 77-2133
15 March 1977

MEMORANDUM FOR: [redacted]
Deputy to the DCI for the Intelligence Community

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25X1 FROM : [redacted]
Director of Performance Evaluation and Improvement

SUBJECT : Discussion with Admiral Turner on PRM-11 Meeting, 17 March 1977

1. Here is a package of materials for possible discussion with Admiral Turner on the 17 March (1300-1430 in EOB) meeting of the Task 2 subcommittee of the SCC. It includes:

a. Agenda

b. Suggested DCI Talking Points

c. Task 2 Organization

d. Task 2 Outline

e. PRM-11

As reported to the Admiral earlier, the main purposes of the meeting are to provide a formal kickoff, create some atmosphere, and air concerns of the major departments, State and Defense.

2. The Talking Points are simply things I would say were I in Admiral Turner's shoes. Not having discussed this with him, I know no other way to proceed.

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3. On the matter of the relationship between Task 2 and Task 3, I am proceeding on the following rather delicate understanding: Officially, Task 2 is a diagnosis of the DCI's present role and problems. It stops short of options or recommendations, which are for Task 3. Aaron is very sensitive on this point. Having discussed this with Hoskinson, however, I expect that the actual work we do on Task 2 will fold rather naturally into the effort on Task 3 and involve mostly the same people. This could come apart if we are not careful. What we do not want to happen is for the NSC/SCC staffers to gather up inputs and then write out the bottom line of Task 3 in a closet somewhere. This seems to have happened with E.O. 11905's crucial provisions.

4. The logic of the organization is pretty well explained in the DCI's suggested Talking Points. It is important not to make the top and bottom groups any larger than they are now, or to give the middle "working group" a more formal composition. This will bog down the effort hopelessly. You and Admiral Turner should be apprised of the Executive Secretariat's composition:

25X1 [redacted] Chairman -- IC Staff, CIA officer, but not a long-timer.

Jim Martin -- Navy, OSD Systems Analyst, known to Admiral Turner.

25X1 [redacted] -- DDO, but thinks very much for himself.

25X1 [redacted] -- a man for all seasons.

25X1 [redacted] -- assigned by DDI/CIA to help; long experience with estimates, a very good writer.

5. At the first informal working group meeting of 14 March 1977, John McMahon invited Tom Latimer to send in a representative for OSD, on balance, not a bad move. 25X1 He will be [redacted] of DIA. Now, Tom Latimer tells me that JCS "insists" on having a man in the drafting group to be another naval officer, Walt Meuckow. This is going a bit too far! If this thing expands out to require formal representation from everybody, I will just have to fade back into another "real" drafting group of manageable size and composition. The forum for everybody to have their say and get a free crack at drafts is the working group. I would hope that Admiral Turner can make this stick.

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6. My plan of action is to begin tomorrow with my Executive Secretariat/drafting group to go over the outline, item by item. The outline has been circulated to the informal working group for comment by noon tomorrow, 16 March 1977. Comments received so far are very favorable with only a few minor changes or revisions suggested. We shall sketch out the report in detail. Where we find an issue we are unsure of, we shall submit it to the larger working group for discussion. Where we think we know what we want to say, we shall submit a draft of same to the working group for review and comment. In this way, we can keep control of the report, but still assure it is informed and balanced.

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